

LEADERSHIP

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Fort Detrick's leadership and management approaches set us apart; active and participatory leadership focuses on mission performance coupled with due diligence to maintain cutting-edge customer service. The leadership team developed a common vision and set of values which allows the workforce to be proactive during times of constant change and competing demands.

To manage change, balance customer and stakeholder value, and become more business like, our leadership structure evolved into a team-based, process-oriented and customer-focused corporate entity. To operate in a more business-like environment, we established a Board of Directors (BOD), which is chaired by the USAG Commander. The BOD is our senior/executive leadership council consisting of the Command Sergeant Major; Executive Officer, 4 Directors (Community Services, Human Resources, Information Management and Installation Services); and Chiefs of Safety, Environment and Installation Planning (SEIPO); Security, Plans, Operations and Force Protection; Civilian Personnel Advisory Center (CPAC); and Resource Management (RM). The BOD has 4 primary responsibilities: focus on Strategic Planning; communicate values and performance expectations; foster customer relationships, and manage day-to-day operations.

1.1a(1) Our workforce adopted the 6 Army values: Honesty, Integrity, Responsibility, Loyalty, Commitment and Competence; our stakeholders endorse this value system and support its deployment. Leaders set the standard and reinforce our values through their performance.

Leadership communicates the importance of customer focus, corporate direction and performance goals through the USAG Strategic Plan (SP). Primary methods of communication are summarized in Figure 1.1.

FIGURE 1.1.
LEADERSHIP COMMUNICATION METHODS
Leadership by walking around
Briefing all new leaders and employees
State of the Garrison meetings with employees
Feedback after missions, exercises, and surveys
Quality-related training to workforce
Off-site workshops to educate leaders and customers
Town Hall meetings with community and stakeholders
Proactive interaction with community officials, partners and suppliers
Garrison Gazette Newsletter and Installation Newspaper
Deploying vision to workforce (SP and wallet cards)

The Corporate Board is the primary quality management team in the USAG, initially chartered by the BOD. The Corporate Board is empowered to establish Process Action Teams (PATs), foster continuous improvement and innovation, and provide a conduit for ideas. The Corporate Board includes manager and employee members from across functional lines. Besides establishing PATs, the Corporate Board also improves business practices and processes as well as reviews SP objectives and Review and Analysis (R&A) data to provide input for decision-making. The USAG goal is to ensure all organization levels have access to the big picture and the opportunity to participate in developing the leaders of the future.

1.1a(2) All leaders are committed to the development, encouragement, empowerment and support of employees. We believe that success is the result of a "climate of empowerment" within the organization, and that our leaders are responsible for that "climate." We believe that successful leaders are followed because the vision and mission are clear and worth the effort and that people will exceed what is expected of them if encouraged, equipped and supported.

The focus on training and reinforcement of learning is so essential to our organizational success that it is reflected as 1 of the 7 strategies in our Strategic Plan, and is the reason the USAG expanded its directorates to include Human Resources. A cross-organizational training committee has been empowered to approve and determine the most cost-effective way to deliver training requirements. Our leaders support employee growth and learning and encourage innovation through empowerment by allowing teams and task forces to develop and pursue opportunities for improved processes, partnerships and future growth. An example is the after-hours' teamwork prevalent when systems fail. Teams are called in from the various shops and offices to mitigate damages and restore services. Roles expand and overlap as the employees find solutions. Employees are also given leadership opportunities whenever possible.

Prior to SP workshops, we solicit input from customers and employees. Analyses are then used for resource allocation, to reset our strategic direction, to identify future opportunities, and to establish goals and objectives. Our customers also participate in SP meetings where objective tasks, outcomes and overall direction may be adjusted based on their input. Fort Detrick uses a variety of other forums and sources to share information (see Figure 3.3).

1.1b BOD members network with DA/DOD and other federal counterparts to learn about and influence current and future impacts to Fort Detrick. The BOD also serves as a change agent by integrating long-range planning and executive decisions into the year of execution. Leaders seek ways to exploit future

opportunities by attending meetings, and conferences (e.g., Energy Conferences, Commanders' Conferences) to learn about new ideas and possible ventures. Although Fort Detrick's many partnerships are particular sources of strength, we continue to seek opportunities for further expansion. Fort Detrick and the surrounding communities continually collaborate to find creative, mutually beneficial ways to improve and expedite business practices.

The management process at Fort Detrick for information flow and performance reviews is depicted by Figure 1.2. The Figure is divided into 3 levels of information based on criticality and significance to leadership. There are processes and meeting forums in the figure (ovals) that initiate and manage information. These processes are interlocking, mutually supporting and serve to link one level to the next. The Corporate Board, BOD and USAG Commander are the decision makers in the process. The purpose of the system is to generate, review, and analyze data, sorting out and discarding information so that the most important data reaches the USAG Commander and Commanding General for consideration and decision making.

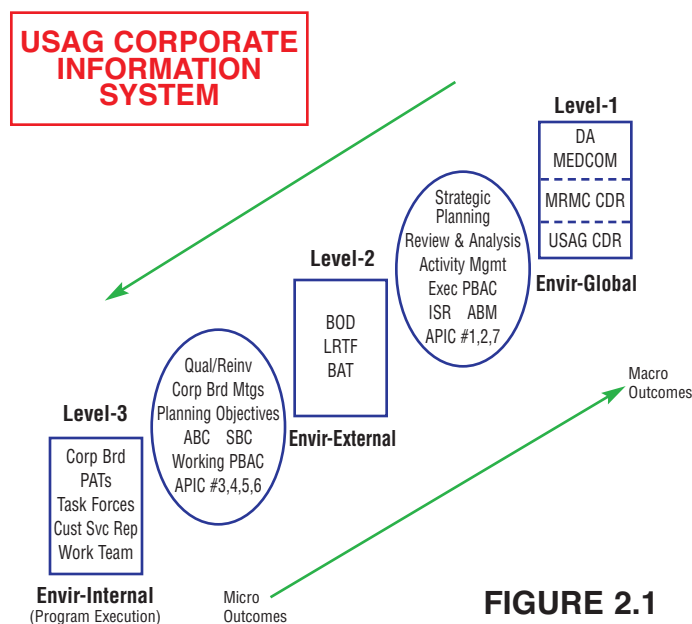


FIGURE 2.1

Leaders review organizational performance using numerous forums (see Figure 1.3.). Performance is ranked (Green, Amber, Red) to portray whether performance is ahead of, on, or behind schedule. For each objective, an action plan is briefed consisting of tasks, events and associated milestone dates. Competitive performance and related improvements are reviewed by leadership using a PMR process populated from Assistant Chief of Staff for Installation Management's (ACSIM) ISR website. Examples of results can be viewed in Section 7.2.

FIGURE 1.3			
MEETING	OBJECTIVE	FREQUENCY	ATTENDEES
Strategic Planning	Strategic Planning	Annually	Stakeholders
Board of Directors	Planning	Weekly	BOD Members & Guests
Corporate Board	Quality & employee involvement	Weekly	Board Members & Guests
Real Property Planning Board	Strategic	Monthly	Board Members & Guests
Commanders/ Directors	Information Sharing	Quarterly	Stakeholders
Program Management Review	Performance Improvement	Quarterly	Stakeholders
Balanced Scorecard	Monitor Performance	Quarterly	Stakeholders

1.1c As indicated above, our leaders use systematic approaches to measure, assess and review all facets of strategic and operational performance. A primary core function of the DIS is Preventive Maintenance (PM) for all facilities and equipment on the Installation. In the past, we performed primarily breakdown maintenance and, because of our aging infrastructure, failures began to affect customers' missions (see Figure 7.2.1). We now use Reliability Centered Maintenance (RCM), which is basically time-scheduled maintenance, to enhance our current PM programs. RCM determines exactly when to perform a maintenance procedure, so that you do not over- or under-maintain an equipment item.

The DIS Solid Waste Management Section installed a waste-tracking system on trash trucks to allow recording of the location and weight of each dumpster emptied. Personnel are available to perform other tasks as the frequency of trash pick-ups can be programmed and batched based on the size, number, and weight history of dumpsters on each route.

Information concerning the above items is deployed to stakeholders through meeting minutes, and directly to customers. Priorities for improvement are deployed throughout the organization through PMR and Activity Management meetings, the results of which are posted on our Local Area Network (LAN) and Intranet. The Intranet is also used to list outcomes of Quality Reinvention Update meetings where PATs report progress and list innovative solutions and ideas.

The USAG employs several tools for improving leadership and management team effectiveness. Besides leadership metrics, numerous instruments, such as

climate surveys and sensing sessions are utilized to obtain feedback on our leadership structure (see Figures 7.1.5, 7.4.14).

1.2 As the largest employer in Frederick County, Fort Detrick's leadership realizes the impact it has on the local community and ensures that, despite our Force Protection requirements, our gates do not form inaccessible boundaries. As a member of the community for over 60 years, we have an obligation and responsibility to contribute to the public structure.

1.2a(1) Fort Detrick uses a number of methods for focusing and directing efforts in the regulatory, environmental and legal fields. One of these is the Environmental Compliance Assessment System, which includes a site assessment every 3 years. The site assessment identifies areas that are in non-compliance (Class I); areas that are still in compliance, but which will be in non-compliance in the future (most likely due to changing regulations) (Class II); and areas that could be improved with better management practices (Class III). Of the findings from our most recent assessment, only a few were Class I; a few findings were Class II, but were already being addressed at the appropriate level of planning or execution. The vast majority of the findings were Class III. These findings became Fort Detrick's targets in the environmental arena and all have been corrected. To further reduce the Installation's impact on the environment and energy resources, we initiated a car-pool program and formed a partnership with the National Cancer Institute (NCI) and the local electric utility company to fund projects to produce energy savings of \$25 million over the next 20 years with no outlay of appropriated funding.

Successfully meeting the requirements of changing regulations requires early planning. As regulations are proposed and passed, the environmental staff tracks the progress and determines the impact. Likewise, as new construction initiatives within Fort Detrick are proposed, environmental and safety specialists are consulted to minimize impacts. The staff then develops plans, including alternative and contingency plans, which allow flexibility during construction. Safety, environmental and legal measures and results are reported at quarterly PMR meetings.

1.2a(2) Leadership takes a proactive role to address public concerns and societal impacts on Fort Detrick and in surrounding communities. Our leaders ensure compliance and monitoring of all regulatory guidance regarding impacts to health, safety, and the environment.

The PAO is charged with monitoring and anticipating public opinion and the impact of the Installation on the community. The PAO routinely reviews media for stories related to Fort Detrick. Pertinent information is then shared with leadership. The

PAO has an excellent, proactive relationship with the local media. News releases and regular coverage continuously inform the community. Tours are provided for other federal, state, local and international government agencies, sharing information, which may be incorporated into their planning processes. For individual construction and environmental projects, public concerns and impacts are included in both planning and execution. To inform the public and elicit comments regarding environmental issues, Fort Detrick utilizes processes that are included in the National Environmental Policy Act (NEPA) and its implementing regulations. For major actions, an Environmental Assessment is prepared and the public has an opportunity to comment. Comments are addressed prior to proceeding with the action.

Fort Detrick organized a Restoration Advisory Board (RAB) to initiate and facilitate two-way communications with the public about an environmental Restoration Project underway to determine the source and extent of groundwater contamination. The RAB includes members from the local community, and state as well as federal officials. The Board is a bridge to the community and has made a significant positive impact on the quality of the remedial investigation. The RAB also has a web page where current information is shared. To help accelerate the remedial project, an Environmental Partnership was formed as an adjunct to the RAB; members include EPA, MDE, MEDCOM, NRC, CHPPM (US Army Center for Health Promotion and Preventive Medicine) and the Corps of Engineers.

1.2b Legal and ethical requirements are addressed by the commitment of leaders to "do the right thing" as evidenced by the Oath of Office required of military members and civil servants. Leadership uses the Staff Judge Advocate (SJA), the Inspector General (IG) and the Internal Review and Audit Compliance Office to train and advise on procedures for compliance with legal and ethical requirements. Individual training, generally web-based to provide ready access for shift workers, is provided on Prevention of Sexual Harassment, Consideration of Others, Subversion and Espionage Directed Against the Army, and other topics reinforcing ethical and moral standards. Ethical conduct is rated in Officer Evaluation Reports, Noncommissioned Officer Evaluation Reports and the Total Army Performance Evaluation System (TAPES) for civilians. The Commander reports annually to MEDCOM on the status of management controls against fraud, waste and abuse of government assets. The annual report also includes how Fort Detrick administers the management control process. In implementing the Joint Ethics Regulation, DOD 5500.7-R, an SJA representative serves as the Installation's ethics counselor. In this capacity, the SJA administers the financial disclosure program, keeps

personnel informed on conflict of interest issues, provides procurement integrity training, gives post-government employment advice, and hosts mandatory training classes.

1.2c Our employees, supported and encouraged by leadership throughout the organization, display citizenship through widespread participation in various communities and organizations. Blending our knowledge and skills with local businesses, governmental agencies, educational establishments and private citizens, a team has formed that builds a stronger, supportive atmosphere for all to live, work and play. Fort Detrick is a caring partner and demonstrates on a day-to-day basis its commitment to improving the “quality of life” for all.

Fort Detrick has a long history of involvement with the local community. The volunteer efforts “beyond our gates” have greatly enriched the surrounding community. For example, the USAG has continually accepted the leadership role in organizing and managing the Combined Federal Campaign in Frederick County, which raises money to benefit national and local charitable groups. Our Campaign contributions continue to grow every year. Fort Detrick is a member of the Frederick Board of Governors, Rotary and Chamber of Commerce, of which the Commander is a sitting member. Other leaders belong to numerous national organizations that emphasize professional development and serve as liaisons with over 20 local organizations that directly impact the well being of citizens of the State of Maryland and Frederick County. Fort Detrick’s firefighters are first

responders in the County in the event of a hazardous material spill. Most of our firefighters are also members of local community fire departments. Joining forces with the County contributes to the protection of all citizens, on Post and off.

Because our youth are our future, Fort Detrick actively develops programs that provide emotional and educational foundations from which to build our country’s leaders. Our Human Resources Director, Youth Services Manager and Headquarters Company soldiers maintain educational liaisons and student sponsorships with the county school system. We initiate contacts with colleges and secondary level schools to identify students interested in receiving on-the-job experience in their fields of study. Additionally, volunteers (service members and civilians) tutor and share their work experiences at local middle and high schools. Employees and community residents attend annual job and career fairs hosted by Fort Detrick, making students aware of all the opportunities awaiting them during and after their educational experiences.

A somewhat unusual partnership was developed between Fort Detrick and the National Museum of Civil War Medicine, headquartered in Frederick, MD. The partnership encourages the understanding of military medical issues during the Civil War and shows how our country, learning from its successes and mistakes, improved military medicine into a technology-driven, state-of-the-art system capable of providing exceptional health care to its military members.